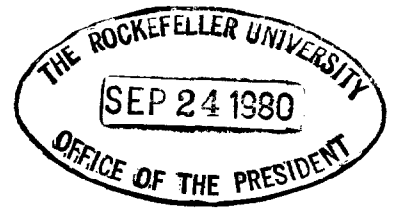


MEMORANDUM



September 17, 1980

TO: FILES
FROM: EDWIN C. WHITEHEAD

↓ Just

This morning, Wednesday, September 17, 1980, Gus Nossal, Lew Thomas, Josh Lederberg and I met with David Baltimore at Rockefeller. We were joined for a part of the discussion by Rod Nichols who is the Executive Vice President (?) of Rockefeller University (an administrative type).

The first hour of discussion was primarily Dr. Nossal asking Dr. Baltimore his ideas on the program for the Institute, site of the Institute, character of it, etc.

Dr. Baltimore answered the following:

Program of the Institute: He would be most in favor of, I guess what could be described as, cell differentiation. It was never given this particular title but, to my layman's understanding, I would guess this is about what he felt.

As far as the character of the Institute is concerned, he feels that it would be most productive to be totally involved in the basic sciences as described above. He emphasized the fact that many of his students are MD's and he is strongly in favor of having MD's present in his laboratory. As to the character of the Institute, I believe he reiterated what we have all stated all along, that it should be absolutely first class, no compromises in terms of people, a very elitist Institution.

As far as the site is concerned, there is no doubt that Dr. Baltimore favors an association with MIT, largely because that is where he is presently working. He certainly, however, would be willing to set the Institution up in either New York or Palo Alto. He is somewhat opposed to a Harvard affiliation only because he knows it so well and one gets the feeling that he does not want to get overwhelmed by the politics of the Harvard campus.

We then excused Dr. Baltimore and Mr. Nichols and the four of us had a private meeting at which it was clearly evident that it would be most desirable to enlist Dr. Baltimore as Founding Director. We then invited Dr. Baltimore back for considerably more discussion.

We presented to him the fact that we wanted him as Director and were willing to sign him on immediately. He stated that he is not ready to accept this but is very interested and would be willing to get further involved. We then discussed, at some length, his title. The suggestions ran the gamut from Consultant/Advisor to Acting Director to Director-designate to Founding Director. We pushed him pretty hard to be Director-designate and he finally agreed that this would not be his title but a description of his role. In other words, Dr. Baltimore will not appear on the letterhead as Director-designate but will be referred to as Director-designate.

Copy to RAN?

I think we all felt that this was a successful outcome. We further planned to ask Dr. Baltimore to arrange a meeting with the new President of MIT, Dr. Gray to explore the possibilities on that campus.

I then privately met with Dr. Baltimore for about an hour. I asked him what his personal needs were. He felt it was not necessary to negotiate terms of his employment. I put a bug in his ear that as Director he would be entitled to a considerable amount of non-taxable income in the form of perks, such things as a car with or without driver, home, servants, etc.

I told him that we wish to compensate him for his services and we agreed that a fee of \$2500 a month would be appropriate. He told me that he is in such a high tax bracket that he is not terribly interested in income. I asked him how we could compensate in other ways.

He suggested that he has two post-doctorate fellows in his lab that he would like to keep. Ordinarily he says it is his practice to only keep such people for two years. However, the work is so interesting that he would like to retain them. He wondered whether I could fund their work, which I believe is in the general area of cellular immunology. I asked him whether their work was a quality that he would like permanently in the Institute. He said yes, so I said yes.

He said that their operating budget would be about \$170,000 a year including overhead, two technicians, lab, supplies, etc. He will send me both a description of the men and their work as well as more details on the budget. I think this will work out extremely well as it would, in fact, start the Institute. The Institute could fund the work and these people could apply for grants and publish under the name of the Institute.

Dr. Baltimore then demonstrated to me that he had done a considerable amount of thinking about the Institute. He proposed his concept of the Institute would be seven (7) senior tenured chief investigators equivalent of full professors, including himself. He figured it would take about \$600,000 a year to fund the program of each. He figured that we would have fifteen (15) junior scientists non-tenured at the associate professor level and programs would need about \$250,000 each. He figured that we would have about ten (10) graduate students at a cost of \$15,000 each and fifteen (15) fellows. He would like to create a category of Whitehead Institute fellows which would be a kind of super post-doctorate. In other words, they would have longer terms of appointment than usual for post-doctorates as well as being an elitist kind of group.

I was most pleased that gradually in the course of conversation, he slipped into the use of the first personal plural "we" as opposed to "you". I discussed the sites again with him. He agreed that we should explore Harvard although he had certain biases against it, as explained above; we should visit MIT and Stanford and continue down the road with Rockefeller.

I neglected to mention previously that we had a considerable setback by Josh Lederberg in that Rockefeller is now proposing a site making use of the air rights over the East River Drive.

Josh stated that their engineering study shows surprisingly enough that it would cost less to build a building over the East River Drive at the 63rd Street end of the campus than it would to build on the 68th Street site.

The reason that it is proposed to be at the 63rd Street part of the campus rather than 68th is that Rockefeller's agreement with the City is to build the first structure taking advantage of the air rights at this end of the campus. The disadvantage of this site, I believe, is that we are somewhat "buried" on the Rockefeller campus and the structure at best will not have an independent identity.

Dr. Thomas suggested that Sloan-Kettering owns a parking lot on 67th Street and York Avenue. Subsequent examination of this lot showed Gus Nossal and me the fact that the block from 67th to 66th Streets is half occupied by a fairly new hi-rise and only half would be available. In other words, what would be left would be a plot fronting on 67th Street and York Avenue: the parking lot extends thru to 66th Street in a westerly direction so that one could contemplate two buildings or one hi-rise. The difficulty, if it were possible to work out an institutional arrangement for this land with Sloan-Kettering, would be that we are not tied closely enough to the Rockefeller campus.

There is no question in my mind that the ideal site for the long-term benefit of the Institute is the one on 68th Street in that it is an integral part of the Rockefeller campus, has independent visibility and is as close as one could possibly get to both Cornell and Sloan-Kettering without being on their campuses.

Although Josh did not expressly say so, one gets the impression that it will be most difficult to convince Rockefeller University to allow us to have this choice site which they (Rockefeller University) regard as their future potential.

In thinking about this after the meeting, I really wonder whether Rockefeller would like the Whitehead Institute to have the 63rd Street air rights option. The very reason stated above, i.e. "buried" in the Rockefeller campus, might be less desirable to the University in that they would have a "foreign body" right in the middle of their mid-section. At least the 68th Street site is sub-divisible as a separate entity.

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All in all I was most pleased with the meeting except for the discussions of the site at Rockefeller University.

Dr. Thomas agreed to accompany Dr. Baltimore and me to Boston for discussions. I hope that he will agree to participate in discussions with Stanford and Rockefeller as well.

Also, Dr. Thomas stated that he felt that a suitable chair could be available at Cornell for Dr. Baltimore's wife should we decide to bring the Institute to New York. Dr. Baltimore is going to arrange for our visit to MIT as soon as possible.

I am to call Dan Tosteson to set up a meeting at Harvard.* We are waiting to hear from Dr. Kennedy at Stanford. Interestingly, Dr. Baltimore met Kennedy last night and Kennedy stated that we will be hearing from him very shortly.

Stanford's enthusiasm remains constant.

ECW/mlt

*Since writing this, I have arranged a date. Drs. Baltimore, Thomas and me will meet at Harvard the evening of October 14th. Dr. Baltimore is trying to set up a date with Dr. Gray of MIT on October 15th.

Distribution

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